

"People: Our Major Asset and Our Key To Success"

Annual Report

Maryland Parole Commission
Fiscal Year 2003



Governor: Robert L. Ehrlich, Jr.
Lt. Governor: Michael S. Steele
Secretary: Mary Ann Saar
Chairperson: Patricia K. Cushwa



Department of Public Safety and Correctional Services

Maryland Parole Commission

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STATE OF MARYLAND

ROBERT L. EHRLICH, JR.
GOVERNOR

MICHAEL S. STEELE
LT. GOVERNOR

MARY ANN SAAR
SECRETARY

G. LAWRENCE FRANKLIN
DEPUTY SECRETARY

MARY L. LIVERS, Ph.D.
DEPUTY SECRETARY

PATRICIA K. CUSHWA
CHAIR PERSON

The Honorable Mary Ann Saar
Secretary
Maryland Department of Public
Safety and Correctional Services
300 Joppa Road
Towson, MD 21204

Dear Secretary Saar:

I am pleased to submit to you the Commission's Annual Report for fiscal year 2003. As the report reflects our accomplishments over the past year, it also provides statistical data relative to the Commission's workload. This past year has been especially productive for the Commission in spite of budgetary issues. We have increased the efficiency for timely parole grant and revocation hearings, and continued our effort to make timely victim notifications in all cases where this has been requested.

The Commission will not be deterred by these difficult financial times and is looking forward to future challenges to enhance public safety for fiscal year 2004. During the next fiscal year, the Commission will:

- Initiate the Residential Substance Abuse Treatment – Mutual Agreement Program (R-MAPs) to ensure that those offenders who are in need of treatment and who are suitable for parole release receive the necessary treatment prior to and following their return to the community.
- Double the number of "office visit" days so that victims do not have excessive waiting time to meet with a Commissioner.
- Establish "Warrant Duty" day for Commissioners to ensure that all emergency and regular requests for warrants are processed without delay.

We thank you and the Department for your on-going support. We appreciate your assistance to the Commission in our exploration of new ways to achieve our goals and objectives and of meeting our mission.

Sincerely,

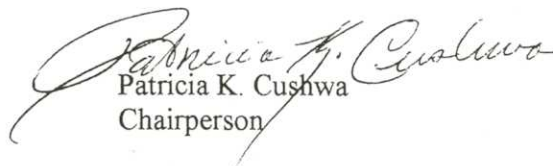

Patricia K. Cushwa
Chairperson

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PROGRAM DESCRIPTION, MISSION, VISION AND GOALS

PROGRAM DESCRIPTION

The Commission is an agency of the Department of Public Safety and Correctional Services. The members of the Commission are appointed by the Secretary of the Department with the approval of the Governor, and the advice and consent of the Senate. Legislation enacted during the 2003 session increased the Commission membership from eight to ten.

Under Title 7 of the Correctional Services Article of the Annotated Code of Maryland, the Maryland Parole Commission hears cases for parole release and revocation, and is authorized to release on parole inmates sentenced under the laws of Maryland from any correctional institution except Patuxent Institution. The Commission can issue warrants for the return to custody of alleged parole violators and can suspend or revoke parole upon showing a violation of the conditions of parole. The Commission also makes recommendations to the Governor on pardons, commutation of sentences and parole of inmates sentenced to life imprisonment.

The Secretary of the Department appoints the Commission's Chairperson from among its members. Chairperson Patricia K. Cushwa was appointed to the Commission in 1992 and assumed her current position in April 1997. She was reappointed to a second six-year term in January 1998.

MISSION

The Maryland Parole Commission enhances public safety and promotes safe communities through sound and timely parole grant decisions and determinations regarding the revocation of parole and mandatory supervision release. The Commission encourages victim input as an integral part of the parole decision-making process.

VISION

The Maryland Parole Commission will build strong partnerships with victims, the judiciary, and other criminal justice agencies to better serve the community. We will use needs/risk assessment of offenders to enhance parole decision-making and public safety. We will parole offenders who have the potential to become law-abiding citizens.

GOALS

- **Help to keep Maryland communities safe by the timely issuance of parole retake warrants and by making informed decisions.**
- **Enhance victim services and mitigate the effects of crime on victims.**
- **Ensure that parole grant and revocation hearings are conducted in a timely manner to maximize agency efficiency.**

HIGHLIGHTS AND ACCOMPLISHMENTS - FY 2003

- **TREATMENT AND TRANSITIONAL SERVICES**

The Commission worked closely with the Division of Correction (DOC) and the Division of Parole and Probation (DPP) to ensure that those offenders released under parole supervision and in need of treatment and transitional services participated in appropriate programming prior to and after release. In addition, the Commission was proactive in imposing special conditions on those offenders who were mandatorily released from DOC and in need of treatment.

- **VICTIM SERVICES**

The Victim Services Unit expanded its operations in a number of areas. During FY '03, the unit made over 4,000 notifications to individuals for scheduled parole and revocation hearings, the issuance of retake warrants, hearing results and parole releases. The unit also made numerous referrals for counseling services to victims of crime, and was active with the Department's Victim Services week in the spring, including a tour of the Patuxent Institution-Jessup with victims, their families, as well as victim service providers.

- **TECHNICAL VIOLATOR HEARINGS**

In 1998, the Commission, in conjunction with DOC and DPP, initiated the Liaison Agent/Waiver (LAW) dockets as a means to expedite revocation hearings for technical violators. The LA/W process has dramatically reduced the amount of time that elapses between an offender's return to custody as an alleged violator and the revocation hearing. Approximately 90% of all technical violators elect to participate in LA/W.

During FY '03, 83% of the offenders who were returned to DOC because of technical violations had revocation hearings within forty-five days. This expedited the release of those offenders who are found suitable for continued community supervision or those who are found not guilty of the alleged violations, and resulted in cost saving measures to the Department.

- **POST RELEASE UNIT**

The Commission's new Post-Release Unit, which took over functions from DPP, had to hire and train five new staff members during the early months of FY '03. The unit developed policies and procedures to ensure the timely issuance of retake warrants for alleged violators. While this is a detailed process, Commission staff was able to process nearly 30% of its retake warrants within one business day during the ending months of FY '03. All emergency warrant requests were satisfied within a one-day timeframe.

HIGHLIGHTS AND ACCOMPLISHMENTS - FY 2003

- **COMMISSION MEMBERSHIP INCREASE**

As a result of 2003 legislation, Commission membership was increased from eight to ten members effective October 1, 2003. This will improve scheduling flexibility, and increase the number of office appointment days for victims, members of the community, and attorneys to meet with Commissioners.

- **INSTITUTIONAL PAROLE ASSOCIATE EXPANSION**

Institutional Parole Associate (IPA) services were expanded to the Western Correctional Institution (WCI) in Cumberland during last fiscal year. Staff from Hagerstown is no longer required to travel this lengthy distance to provide services. This has enhanced services provided to inmates and improved the efficiency of the parole hearing process at WCI.

- **OPEN PAROLE HEARINGS**

As a result of legislation passed in 2002, all open parole hearings were conducted by two Commissioners during this past fiscal year. This enabled the Commission to issue final parole decisions at all open hearings so attendees, including victims and victims' representatives, were aware of the parole decision before leaving the correctional institution.

- **RISK INSTRUMENT VALIDATION**

A grant administered by the Open Society Institute permitted the Commission to validate its general risk instrument used in assessing offenders for parole release.

- **THE BACK BENCH**

In April 2000, the Department of Public Safety and the Maryland Court of Appeals established a joint committee whose work resulted in a semi-annual publication titled, *The Back Bench*. During FY '03, this publication completed its third year and, in addition to its current subscribers, was distributed during several conferences the Commission held with Assistant State's Attorneys. Feedback has been extremely positive and the mailing list significantly increased this past year. This publication addresses parole-related issues and includes various articles prepared by Commissioners, the Office of the Attorney General and other Departmental contributors.

PAROLE GRANT HEARINGS/NEGOTIATIONS

- *Commission Cases* are heard by a panel of two Commissioners and include homicides, life sentences or life with all but a fixed number of years suspended, and open parole hearings.
- *Hearing Officer Cases* are non-Commissioner cases heard by Hearing Officers who make recommendations reviewed by Commissioners. If the reviewing Commissioner agrees with the Hearing Officer's recommendation, that recommendation becomes the Commission's decision. An offender may appeal this decision to a panel of two Commissioners. In instances where the reviewing Commissioner does not adopt the Hearing Officer's recommendation, an in-house appeal results, and a panel of two Commissioners makes a final decision that is not appealable by the offender.
- *Mutual Agreement Program (MAP)* negotiations are initiated by DOC and identify offenders who are likely to benefit from the completion of structured correctional programming that results in parole on a specific date, provided the offender successfully completes all the requirements of the MAP proposal. A panel of two Commissioners conducts these negotiations.

REVOCATION HEARINGS

- *Preliminary Revocation Hearings* are held before a Hearing Officer who determines if probable cause exists with respect to the stated violations. If probable cause is found, the offender is scheduled for a revocation hearing before a Commissioner. The alleged violator may elect to have or waive a preliminary revocation hearing.
- *Revocation Hearings* are conducted by Commissioners on those offenders who allegedly have violated the conditions of parole or mandatory supervision and are returned to DOC. The supervising agent, who initiated the retake warrant process, testifies at this hearing and is subject to cross-examination.
- *Liaison Agent/Waiver I (LA/W I)* hearings are conducted by Commissioners on offenders who are "technical" violators, and agree to the stated violations. These offenders waive the presence of the agent of record in lieu of the liaison agent who testifies during the entire docket.
- *Liaison Agent/Waiver II (LA/W II)* hearings are also conducted by Commissioners under the same provisions as LA/W I, but the offender has been found guilty of a new offense(s) while under supervision.

COMMISSION UNITS

HEARING OFFICER UNIT

- Reviews case files of offenders and conducts parole grant hearings.
- Completes administrative reviews on offenders who do not reach parole eligibility within five years.
- Conducts preliminary hearings on alleged parole and mandatory release violators returned to DOC.
- During FY '03, the Commission's Hearing Officers:
 - Conducted in excess of 7,500 parole grant hearings at DOC and local jail facilities.
 - Administratively reviewed nearly 500 offender files.

SUPPORT SERVICES UNIT

- Provides secretarial support to Commissioners, Hearing Officers and Administrative staff.
- Processes all special condition requests from DOC for mandatorily released offenders.
- Serves as liaison for the Commission's personnel matters.
- Maintains and inventories all supplies for agency.
- During FY '03, the unit:
 - Processed 641 special condition requests on mandatory release.
 - Answered and directed more than 32,000 telephone calls from the public, victims, and inmate families and representatives.
 - Received, opened and distributed more than 58,000 pieces of mail.

PAROLE SERVICES UNIT

- Prepares weekly schedule for Commissioners and Hearing Officers.
- Schedules and docketed all parole grant hearings, Mutual Agreement Program (MAP) negotiations, and administrative reviews.
- Coordinates and schedules all local jail hearings.
- This unit, in FY '03:
 - Docketed in excess of 11,000 cases for parole grant hearings.
 - Created more than 5,500 parole files.
 - Scheduled approximately 4,700 inmates for future parole hearings.

DECISION UNIT

- Processes all Commission files and decisions from parole grant hearings, MAP negotiations, and preliminary revocation and revocation hearings.
- In FY '03, the Decision Unit:
 - Entered in excess of 20,000 decisions onto the Commission's data base system.

RELEASE UNIT

- Prepares all Commission orders for and coordinates the release of those offenders granted parole from DOC or local institutions.
- Confirms that all pre-release contingencies have been met by offenders prior to parole release.
- During FY '03, the Release Unit:
 - Coordinated the parole releases of 2,790 inmates from DOC and local detention centers.
 - Entered in excess of 2,500 approval decisions onto the Commission's data base system.

POST RELEASE UNIT

- Prepares all warrants and subpoenas at the direction of Commissioners.
- Processes all special reports on offenders' activities received by field agents for review by Commissioners.
- Schedules and docketes preliminary revocation and revocation hearings.
- Coordinates the entering and lifting of warrants on NCIC.
- Maintains approximately 15,000 files of those offenders on parole and mandatory supervision.
- In FY '03, the Post Release unit:
 - Processed more than 9,000 special reports from field agents for review by Commissioners.
 - Scheduled and docketed more than 4,000 preliminary revocation and revocation hearings.

RECORDS UNIT

- Maintains approximately 25,000 files on offenders incarcerated at DOC or local jail facilities.
- Retrieves files for parole grant hearings and files requested by Commission staff for review.
- During FY '03, the Records Unit:
 - Retrieved and re-filed more than 8,000 case folders for parole grant hearings.

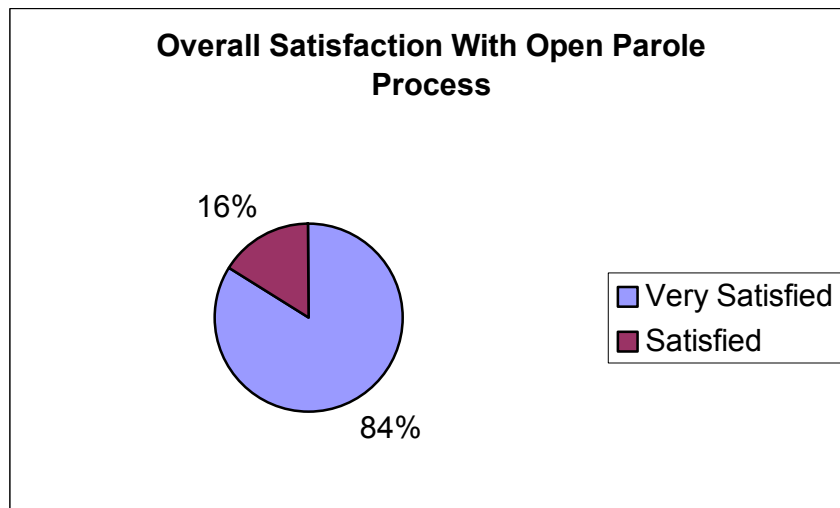
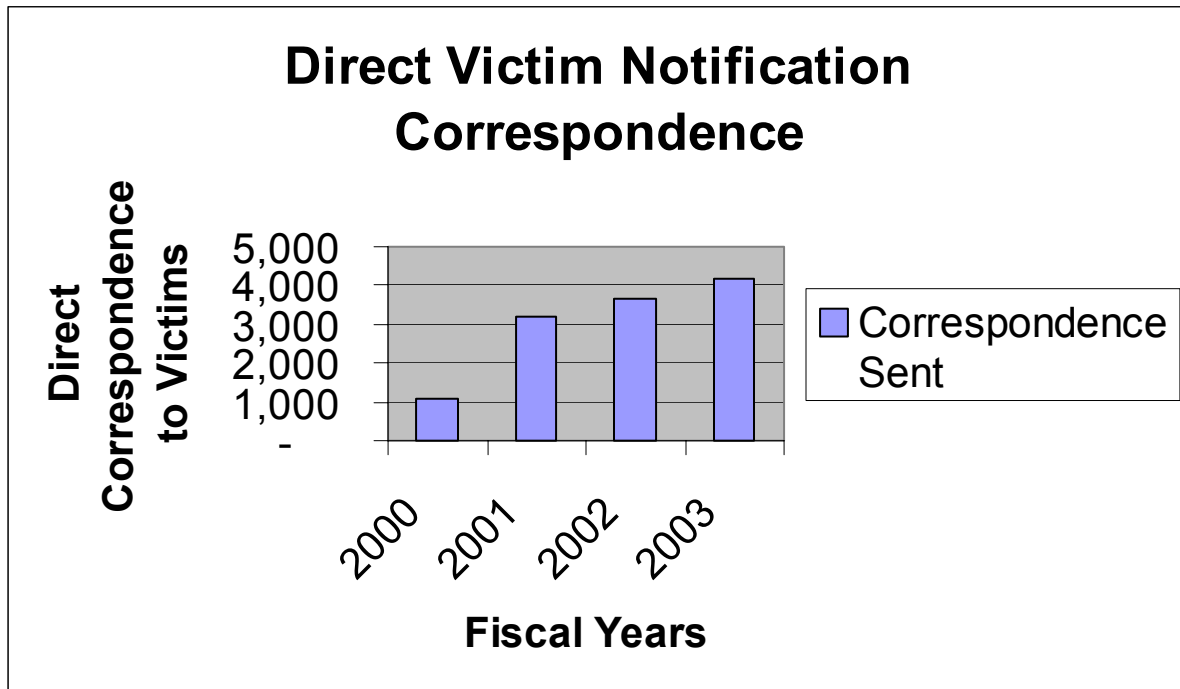
INSTITUTIONAL PAROLE ASSOCIATE UNIT

- **Conducts file review with inmates prior to parole hearings.**
- **Provides assistance to Commissioners and Hearing Officers prior to and during parole hearings.**
- **Delivers parole decisions to inmates.**
- **Serves as liaison between the Commission and DOC institutions.**
- **In FY '03, institutional parole associates:**
 - **Assisted with the coordination of 83 open parole hearings.**
 - **Conducted parole grant hearing file reviews with more than 8,000 inmates.**
 - **Delivered approximately 10,000 decisions from parole grant hearings and administrative reviews.**

VICTIM SERVICES UNIT

- **Ensures timely notification of parole hearings and hearing results, the issuance of retake warrants, and the results of revocation hearings.**
- **Advises victims and victim representatives who have requested notification of their rights as mandated by law.**
- **Provides referrals to victims in need of services.**
- **Schedules and coordinates all open parole hearings.**
- **Victim Services, during FY '03:**
 - **Provided 4,151 direct victim notifications.**
 - **Responded to 2,573 victim inquiries.**
 - **Provided at least 120 days notice to the 469 victims who were eligible to open parole hearings.**
 - **Confirmed the identity of 377 victims by requesting and reviewing police reports and/or court documents.**
 - **Coordinated 83 open parole hearings with DOC.**

Victims Services Unit (VSU)



Victims who attend open parole hearings are asked to complete a questionnaire that rates their experience with this process. Ten specific areas are addressed and victims may rate them as very satisfied, satisfied, or not satisfied.

AGENCY WORKLOAD MEASURES

TABLE 1. - HEARINGS SUMMARY

FY 2003

Parole Grant Hearings (Including MAPs)	9,054
Revocation Hearings	3,526
Preliminary Revocation Hearings	181
TOTAL HEARINGS CONDUCTED	12,761

Tables 5 and 6 provide illustrations of the various types of hearings conducted by the Commission.

TABLE 2. – COMMISSIONERS ADMINISTRATIVE ACTIVITY

Special Reports Reviewed by Commissioners	9,069
Total Parole Releases Processed	2,790
Total Appeals of Parole Decisions Heard Administratively	1,116
Office Appointments Held With Commissioners	169
Executive Clemency Reviews	65

**TABLE 3. - HEARING OFFICERS
ADMINISTRATIVE ACTIVITY**

Administrative Reviews	494
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AGENCY WORKLOAD MEASURES

TABLE 4. - WARRANT/SUBPOENA ACTIVITY

FY 2003

Number of Retake Warrants Issued	3,873
Number of Warrants Recalled	795
Number of Subpoenas Issued	307

TABLE 5. - PAROLE GRANT HEARINGS

Division of Correction (DOC) Hearings:		
Parole Hearings	7,026	
Mutual Agreement Program Negotiations (MAPs)	792	
Open Parole Hearings	83	
Total DOC Hearings		7,901
Local Jail Parole Hearings		1,135
Parole-In-Absentia Hearings		18
Total Parole Grant Hearings		9,054

AGENCY WORKLOAD MEASURES

TABLE 6. - PAROLE REVOCATIONS HEARINGS

Parole/Mandatory Supervision Release Cases Revoked	1,778
Cases Continued Under Supervision	1,126
Cases Closed Administratively Without Revocations	622
Total Parole Revocation Hearings	3,526

TABLE 7. - LIAISON AGENT/WAIVER (LA/W) REVOCATION HEARINGS

FY 2003

Number of Parolees Revoked	1,163
Number of Parolees Continued on Parole	559
Number of Cases Closed Without Revocations	392
Cases Postponed/Deletions	293
Number of "Hold" Cases	11
Other	127
Total Number of LA/W Hearings Conducted	2,545

APPENDIX I: PAROLE FAQs

- **PAROLE** is the discretionary and conditional release of an offender into the community by the Commission to continue serving the term of confinement under the supervision by an agent of the Division of Parole and Probation, until the expiration of the full undiminished term. If any conditions of parole are violated, the offender is subject to revocation and re-incarceration.
- **PAROLE ELIGIBILITY** is determined by sentence length and the specific crime(s) for which the offender is incarcerated.
 - Offenders serving a period of incarceration for **NON-VIOLENT CRIMES** are generally parole eligible at 25% of the sentence.
 - Offenders serving a period of incarceration for **VIOLENT CRIMES** as identified by the Annotated Code of Maryland, including **Burglary I, II and III**, are parole eligible at 50% of the sentence.
 - Offenders serving a **LIFE SENTENCE** are eligible after serving 15 years less diminution credits earned and awarded by DOC. If the life sentence is received pursuant to a death penalty proceeding, an offender becomes parole eligible after serving 25 years less diminution credits earned and awarded.
 - Offenders serving a **NON-PAROLABLE SENTENCE** are not eligible for a hearing for that term of confinement.
- **PAROLE GRANT HEARING** is an interview with the offender conducted by a Commission panel or Hearing Officer to elicit information from and about the offender. This is in addition to information already available to the Commission, including input from victims that will form the basis of the Commission's decision.
- **OPEN PAROLE HEARING** is essentially the same as a "regular" parole grant hearing, except it has been opened to the public at the request of the victim or victim's representative who is permitted to speak at this hearing. Individuals must make a request to attend these proceedings, and the Commission determines who may or may not attend. Open hearings are conducted by two Commissioners.
- **CRITERIA THAT MUST BE CONSIDERED** by law when making a parole decision consists of the following:
 - The circumstances surrounding the crime;
 - The offender's physical, mental, and moral qualifications;

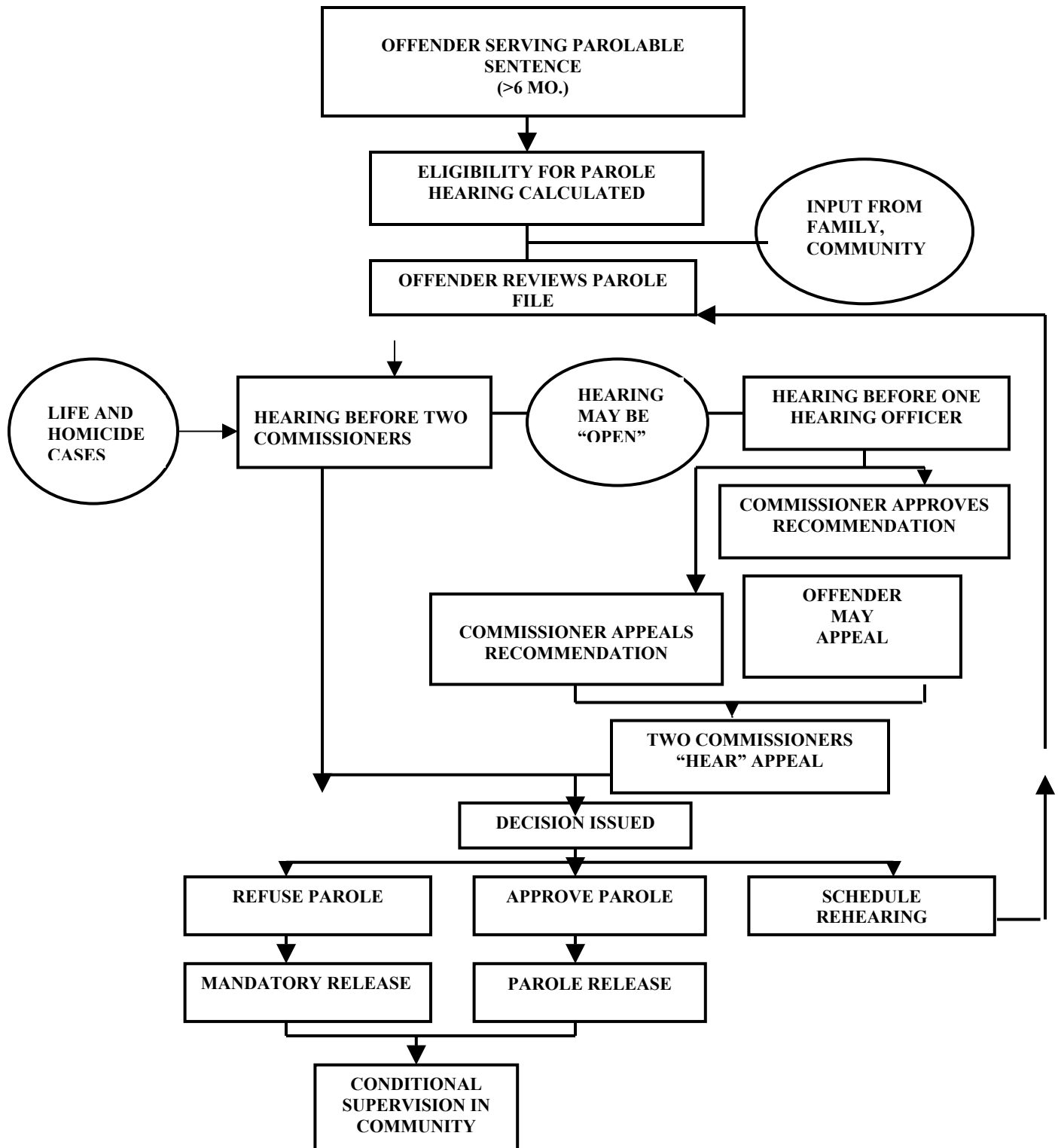
- The offender's progress during confinement, including the offender's academic progress in mandatory education programs;
- Whether there is a reasonable probability the offender will not violate the law if paroled;
- Whether the offender's parole would be compatible with the welfare of society;
- Any original or updated victim impact statement, and/or any information presented by the victim at a meeting with a Commissioner and/or at the time of an open parole hearing; and
- Any recommendation by the sentencing judge.

In assessing these criteria, the Commission may also consider other relevant information, such as:

- Prior substance abuse;
 - Attitude and emotional maturity;
 - Home and employment plans.
- **PAROLE HEARING RESULTS** consists of one of the following:
 - **Refuse** parole, meaning the offender will have no more hearings;
 - **Rehear** at a specific time in the future; or
 - **Approve** for parole release.
 - **HOLD** is an interim decision from a parole hearing, or the deferring of a decision until receipt and review of additional information.
 - **ADMINISTRATIVE REFUSAL** is an interim decision from a parole hearing until pending criminal charges are adjudicated.
 - **PAROLE IN ABSENTIA** is a parole grant hearing conducted on an inmate serving a Maryland sentence in an out-of-state institution. The inmate is considered for parole "in his/her absence" by two Commissioners whose decision is not appealable.
 - **MANDATORY SUPERVISION RELEASE** is the release of an inmate from the Division of Correction due to diminution credits earned and awarded. The offenders are supervised by parole agents "as if on parole" and are subject to the jurisdiction of the Commission after release until the maximum expiration of their sentence. Any alleged violation of mandatory release supervision conditions may result in a revocation hearing.

- **SPECIAL CONDITIONS** are additional conditions added by the Commission to the standard rules of parole and mandatory release supervision. The offender is subject to a revocation hearing if he/she allegedly violates any of the special conditions.
- **NO CONTACT ORDER** can be added by the Commission to the standard rules of parole or mandatory supervision release upon the receipt of a request from a victim or interested party after the review of a Commissioner.
- **ADMINISTRATIVE REVIEW** is a “paper” review of the inmate’s file by a Hearing Officer at the Commission’s headquarters’ office in cases where the inmate does not reach eligibility for a parole hearing in five years or less.
- **GUBERNATORIAL PARDON** absolves the grantee of guilt for his criminal act(s), and exempts him from the resulting penalties, such as loss of voting privileges. Criteria for pardon consideration are set by each Governor and normally requires the passage of a substantial period of time following the end of incarceration or any form of supervision before a pardon will be entertained.
- **GUBERNATORIAL COMMUTATION** orders that the grantee shall suffer a lesser penalty for the offense than imposed by the court. The commutation of an offender’s sentence is normally considered by the Parole Commission only upon demonstration of extraordinary circumstances.
- **VICTIM** is an individual who suffers personal harm or death as a direct result of a crime, a victim of child abuse, a victim of a violent crime, or, if the victim is deceased, disabled, or a minor, a designated family member or other representative of the victim.
- **INTERESTED PARTY** is an individual who is not a “victim” but has fear for his/her personal safety or property as a result of prior actions exhibited by the offender, or has “special interest” in the status of the offender as determined by the Commission’s Victim Services Coordinator.

APPENDIX II: PAROLE HEARING FLOW CHART

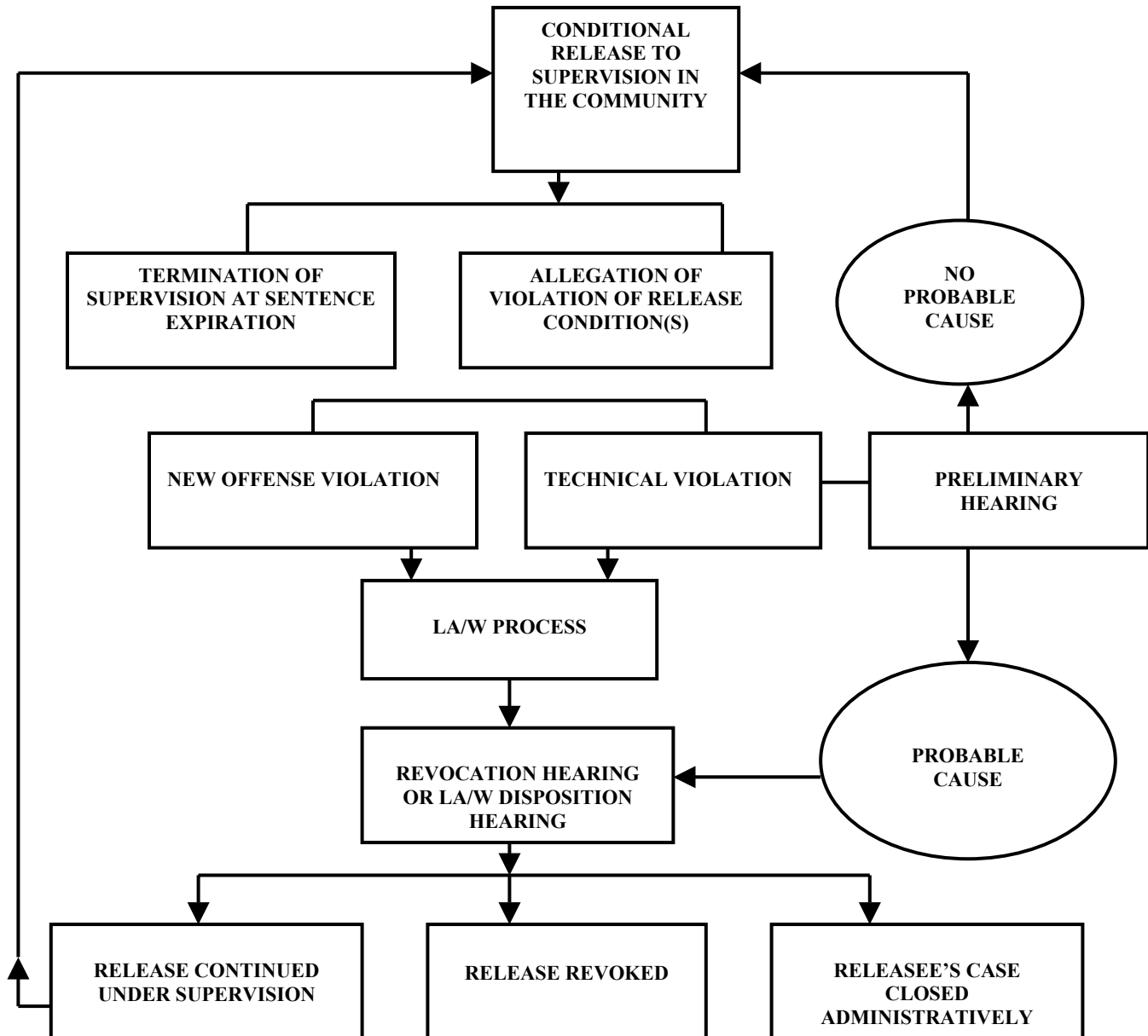


APPENDIX III: CONDITIONS OF PAROLE

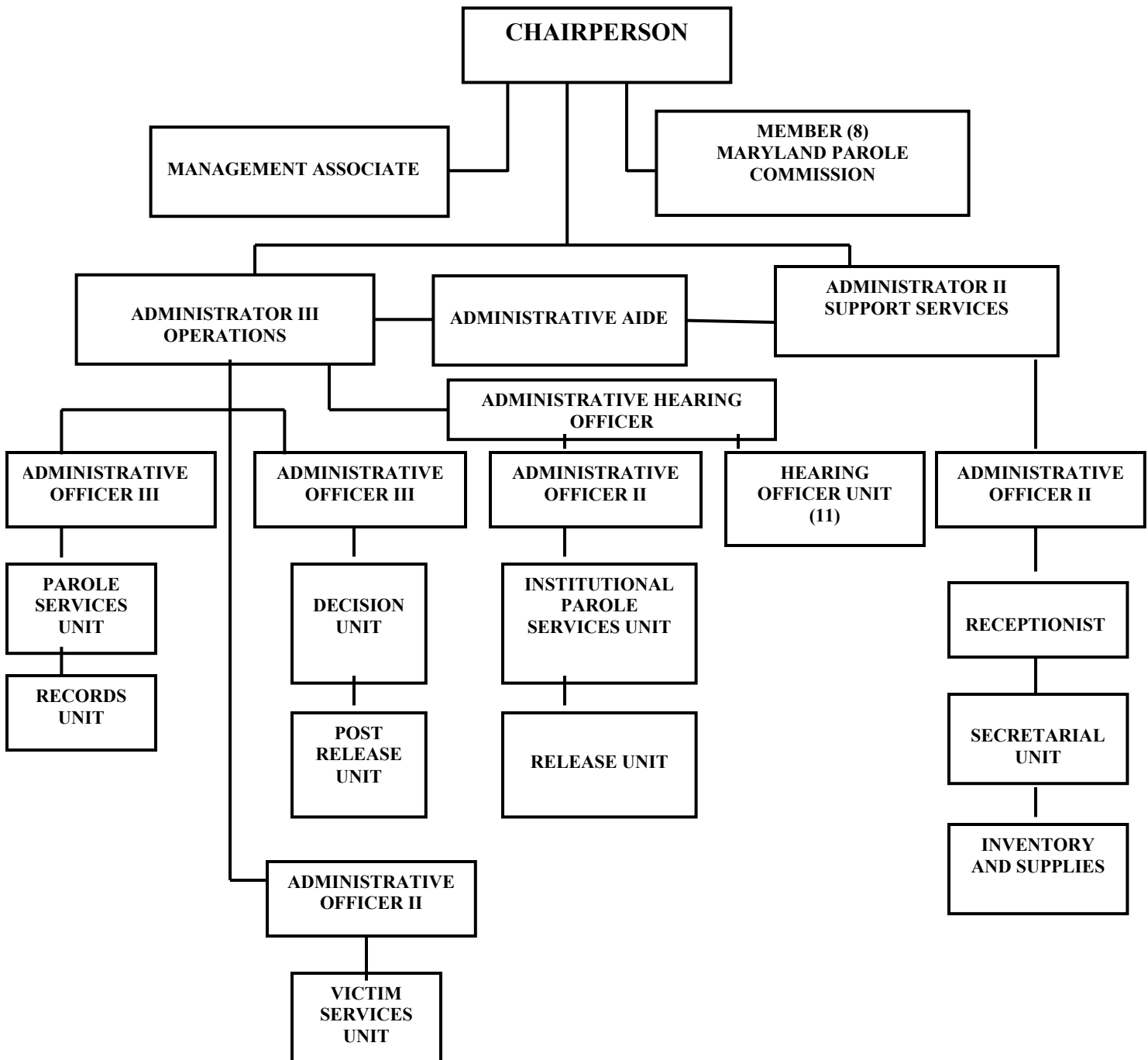
- 1. Report as directed to and follow your Parole Agent's instructions.**
- 2. Work regularly.**
- 3. Get permission before:**
 - a. Changing your home;**
 - b. Changing your job; or**
 - c. Leaving the State of Maryland**
- 4. Obey all laws.**
- 5. Notify your Parole Agent immediately if you are arrested.**
- 6. You shall not illegally possess, use, or sell any narcotic drug, "controlled dangerous substance," or related paraphernalia.**
- 7. You shall not own, possess, use, sell, or have under your control any dangerous weapon or firearms of any description without approval of the Parole Commission.**
- 8. You shall so conduct yourself as not to present a danger to yourself or others.**
- 9. Special conditions: Conditions of supervision pertaining to a release that are in addition to the standard conditions of release (parole/mandatory supervision).**
- 10. You must pay a monthly supervision fee as required by law unless the Parole Commission exempts you wholly or partly from payment of the fee.**
- 11. If ordered by the Parole Commission to undergo drug or alcohol abuse testing, you must pay for the testing if required to do so by the Division of Parole and Probation.**

NOTE: Conditions 10 and 11 apply to parolees whose term of confinement resulted from a crime or crimes committed on or after May 1, 1991.

**APPENDIX IV: PAROLE AND MANDATORY
SUPERVISION PROCESS
FLOW CHART**



APPENDIX V: TABLE OF ORGANIZATION



APPENDIX VI: COMMISSIONERS

Patricia K. Cushwa, Chairperson - appointed June 1992; appointed Chairperson April 1997; re-appointed January 1998; term will expire January 2004. Ms. Cushwa is a former Maryland State Senator, and is cofounder of CASA, the Washington County agency for victims of spousal abuse. Ms. Cushwa has a B.A. in History and a M.A. in Contemporary Government from Hood College.

Candace H. Beckett, Commissioner - appointed in August 1998; reappointed in 2003; term will expire January 2009. Community Outreach Specialty – Sex Offender Issues. Ms. Beckett is admitted to the Maryland State Bar and she was engaged in the private practice of law prior to her appointment to the Commission. She worked in corrections and as a special agent for the federal government before entering the practice of law.

Michael C. Blount, Commissioner - appointed May 1990; reappointed in 1995 and 2001; term will expire January 2007. Community Outreach Specialty – Open Parole Hearings and Victim Rights Issues. Mr. Blount is a former Baltimore City Police Officer and Court Commissioner for the Baltimore City District Court.

Thomas V. Miller III, Commissioner - appointed in 1996; reappointed in 2002; term will expire January 2008. Community Outreach Specialty – Boot Camp Program and Offender Treatment Issues. Mr. Miller is admitted to the Maryland State Bar and the Federal District Court, and is a former Assistant Public Defender in Prince George's County.

Nancy L. Murphy, Commissioner - appointed October 1997; reappointed in January 2001; term will expire January 2007. Community Outreach Specialty – Boot Camp Program and Offender Treatment Issues. Ms. Murphy is a former Maryland State Senator, a former Staff Specialist for the Maryland Higher Education Commission, and served as Attendance Officer for the Baltimore County Board of Education.

Perry Sfikas, Commissioner - appointed September 2002; term will expire January 2006. Community Outreach Specialty – Immigration Laws and Detainer Issues. Mr. Sfikas is a retired Maryland State Senator. He graduated from George Washington University and received his law degree from the University of Baltimore Law School. He is admitted to the Pennsylvania and District of Columbia Bars. A lifelong resident of Baltimore City, Mr. Sfikas has been active in multiple community task forces and associations, as well as the American Hellenic Education Progressive Association.

Maceo M. Williams, Commissioner - appointed in 1983; reappointed in 1989, 1994 and 2000; term will expire January 2006. Community Outreach Specialty – Offender Risk Assessment and Judiciary Issues. The Reverend Williams holds a Doctorate of Divinity from Howard University, and was formerly the Statewide Coordinator of Special Programs for the Maryland Division of Parole and Probation.

Edward V. Woods, Commissioner - appointed February 1997; reappointed March 1999; term will expire January 2005. Community Outreach Specialty – Domestic Violence Issues. Mr. Woods is a former Commissioner of the Baltimore City Police Department.

<p style="text-align: center;">APPENDIX VII: BUDGET APPROPRIATION – FISCAL YEAR 2003</p>
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SALARIES, WAGES AND FRINGE BENEFITS	3,630,952
TECHNICAL AND SPECIAL FEES	39,427
COMMUNICATIONS	49,344
TRAVEL	23,647
MOTOR VEHICLE OPERATION AND MAINTENANCE	9,127
CONTRACTUAL SERVICES	50,965
MATERIAL AND SUPPLIES	31,002
EQUIPMENT, REPLACEMENT	2,736
EQUIPMENT, ADDITIONAL	--
FIXED CHARGES	<u>186,799</u>
 TOTAL APPROPRIATION	 <u><u>4,023,999</u></u>